

C4/A3 Worksheet

Concern – Cause – Countermeasure – Confirm

Team Name	–	Team Members	–
Team Lead	–		–
C4 Coach	–		–

Theme	–
Ultimate goal	–
Date assigned	–

Concern: Understand the current situation Explain why you are solving this problem. Attach charts, diagrams, and/or photos to describe the situation.

Who discovered the problem? Gather findings from any previous studies of this problem area.

What is happening to indicate a problem?

What standard is involved if any? Describe the ideal condition.

When does this problem occur? Frequency? Pattern?

Where does the problem occur?

How bad is it? What is this problem costing the organization?

Current State Value Stream Map, Process Map, or data charts explaining the current state. Summarize here, and indicate where others can find full details.

What are the key problem areas on the map? (What are your angry clouds? Select the most pressing to proceed)

Break down the key problem (the Angry Cloud you intend to attack first). List the contributing problems below, sorting them by category if necessary.

Countermeasure Develop 5 mutually exclusive countermeasures for each root cause. Describe the Countermeasure, list the key action steps, and evaluate each independently against your evaluation factors in the space below. You may choose to include a future state Value Stream Map.

Concern: Problem statement Be concise but as specific as possible. Clearly show the GAP. Create a simple chart. Examples: OEE is 46% when standard is 67%; Cycle time is 92 seconds v Takt time of 78 seconds; Operating Room changeover time is 127 minutes v target of 75 minutes.

Baseline Data Set - ID key measure & current score in Concern stage. Future & Impact in Confirm stage

Measure	Current	Goal	Future	Impact
–	–	–	–	–

Countermeasure Define and weight evaluation factors according to company priorities. Evaluate countermeasures against each other here, ranking them as 5 being the best option for that factor and 1 being worst.

Countermeasures	Evaluation Factors>					Total score
	Evaluation factor weights >					

Short Term CM: –

Long Term CM: –

Selection rationale: –

Cause: Analysis Brainstorm & organize potential causes or obstacles using the stem & leaf cause analysis technique. Write the causes of the problem/obstacles to improvement in the space provided. Include evidence to verify that what you record is a true CAUSE of the problem. Eliminate those you can't confirm.

5 Whys → Why? Why? Why? Why? Why?

Statement of the root cause: ← Therefore

Countermeasure: Implementation Plan Develop an implementation schedule recording status and results as: 0 = Acceptable; Δ = Needs improvement; x = Poor

Implementation Steps	Who's responsible	Milestone dates	Date complete
–	–	–	–

Priority Causes	What else?	Who else?	When?	Evaluation	Rank order
–	–	–	–	–	–

Confirm	Standardize	Track Results	Reflect & Recognize
Date standardized work updated:		How long do we need to track results?:	
–		Number of required samples:	
Document with before and after pictures for future training. Identify the location of these files for team members.		Method for tracking (visual) and location of information:	